

Team Building and Building Consensus

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Objectives

- To identify the characteristics of effective and ineffective teams
- To examine the motivations and roles of team members
- To understand stages of team development



California World
Language Project



Objectives (cont.)

- To consider expectations placed on work teams and obstacles to effectiveness
- To identify and practise the skills that enable members of a team to work together successfully



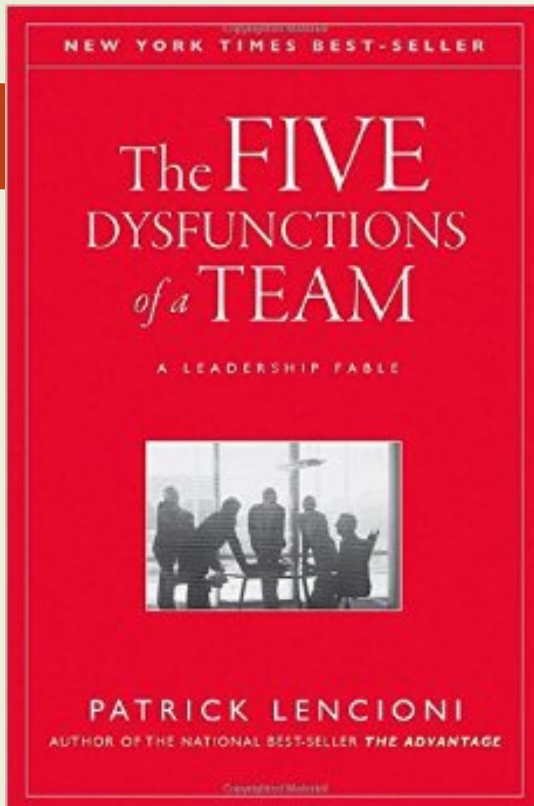
Do Now – Choose One

- Draw a picture of a dysfunctional group.
- Write a haiku, poem or jingle about how an imperfect team interacts.
- Prepare to act out some of the roles in a “nightmare meeting.”

A dysfunctional team



- ➡ A dysfunctional team is a group in which the members do not work effectively together toward a common purpose. Sometimes a dysfunctional team may not have constructed a common purpose



The Five Dysfunctions of a Team

Five characteristics of a functional team



Trust
Conflict
Commitment
Accountability
Focus on results

Team Assessment

- Take the Team Assessment given to you, and use the scale below to indicate how each statement applies to your team.

3 = Usually

2 = Sometimes

1 = Rarely

Why TEAM work?

Together Everyone Achieves More

Never doubt that a small group of thoughtful, committed people can change the world: indeed it is the only thing that ever has.

Margaret Mead

Innovation is simply group intelligence having fun

Tom Peters



What is Teamwork?

How would you define it?

What do we think of as the qualities of a good team?

With a partner, make a list of 5 characteristics that make a winning team.

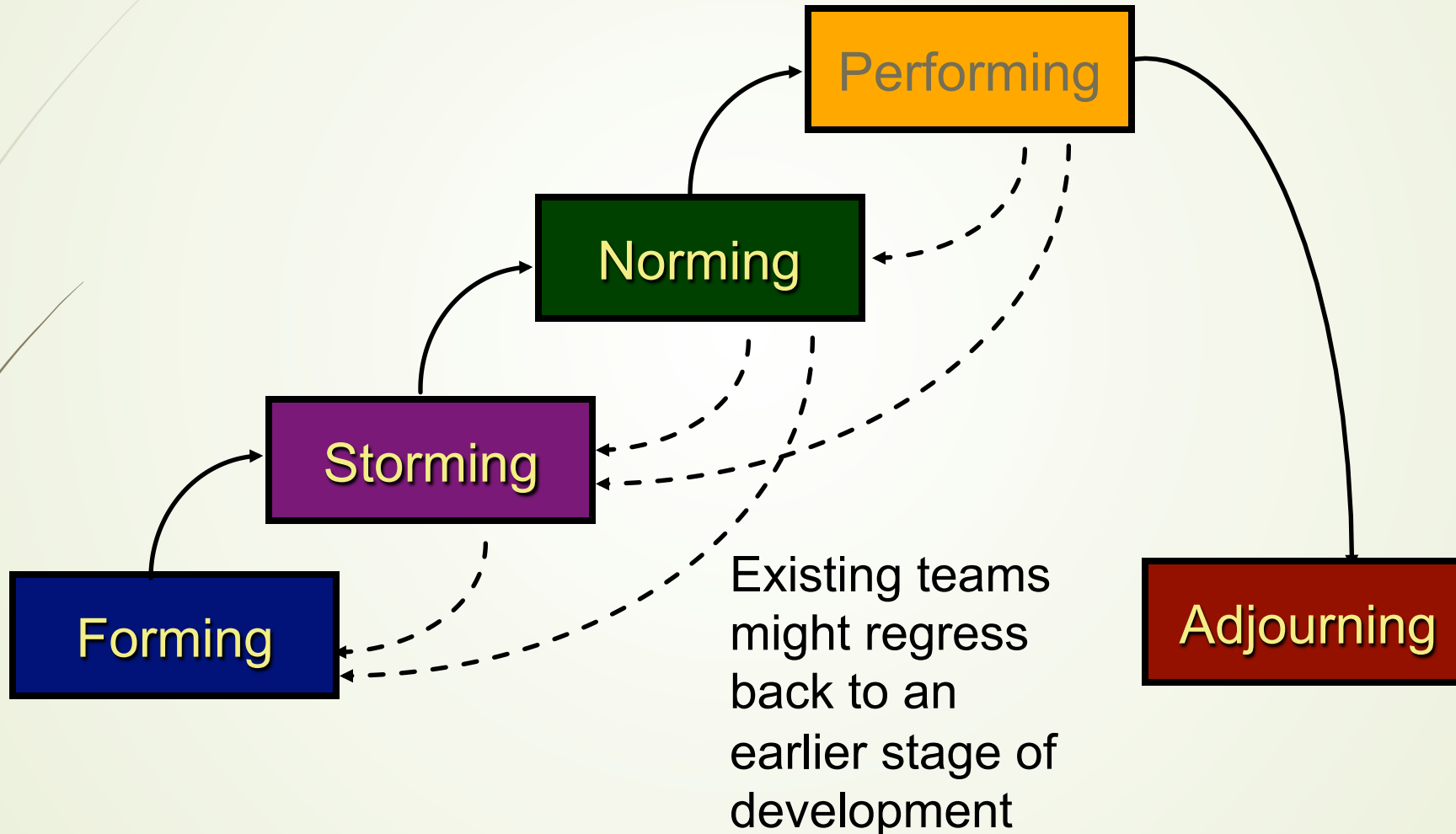


What makes an Effective Team?

Basic Elements of Effectiveness:

- Good Communication & Social Skills
- Positive Interdependence: We instead of me
- Individual Accountability/ Personal Responsibility
- Group Processing
- Shared goals
- Processes for Conflict Resolution

Stages of Team Development



Stage 1: FORMING

The Team

- defines the problem
- agrees on goals and formulates strategies for tackling the task
- determines the challenges and identifies information needed
- Individuals take on certain roles
- develops trust and communication

Team Roles - Leader

- Encourages and maintains open communication
- Leads by setting a good example
- Motivates and inspires team members
- Helps the team focus on the task
- Facilitates problem solving and collaboration
- Maintains healthy group dynamics
- Encourages creativity and risk-taking
- Recognizes and celebrates team member contributions



Other Team Roles – Members Can Formally or Informally Take on These Roles

- ➡ Initiator
 - ➡ Recorder
 - ➡ Devil's Advocate/Skeptic
 - ➡ Optimist
 - ➡ Timekeeper
 - ➡ Gate Keeper
 - ➡ Summarizer
- 

From Individuals

A Group Forms

Help members understand each other

Myers-Briggs Type Indicator (MBTI)

Extraverts ----- Introverts

Sensors ----- iNtuitive

Thinker ----- Feelers

Judger ----- Perceiver

By selecting one from each category, we define our personality type, ESTJ, ENTJ...INFP

<http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>



What Type are You?

Online Personality Tests

- Jung types

<http://www.humanmetrics.com/cgi-win/JTypes1.htm>

- Keirsey types

- <http://www.keirsey.com/sorter/register.aspx>



Stage 2: **STORMING**

During the Storming stage team members:

- **realize that the task is more difficult than they imagined**
- **have fluctuations in attitude about chances of success**
- **may be resistant to the task**
- **have poor collaboration**

Storming Diagnosis

- ➡ Do we have common goals and objectives?
- ➡ Do we agree on roles and responsibilities?
- ➡ Do our task, communication, and decision systems work?
- ➡ Do we have adequate interpersonal skills?





Negotiating Conflict

- Separate problem issues from people issues.
 - Be soft on people, hard on problem.
 - Look for underlying needs, goals of each party rather than specific solutions.
- 



Addressing the Problem

- State your views in clear non-judgmental language.
- Clarify the core issues.
- Listen carefully to each person's point of view.
- Check understanding by restating the core issues.

Stage 3: NORMING

- During this stage members accept:
 - their team
 - team rules and procedures
 - their roles in the team
 - the individuality of fellow members
- Team members realize that they are not going to crash-and-burn and start helping each other.



Behaviors



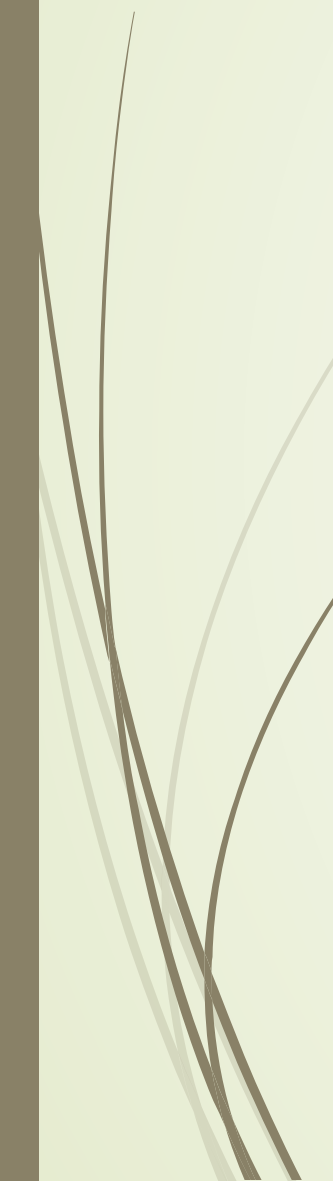
- ➡ Competitive relationships become more cooperative.
- ➡ There is a willingness to confront issues and solve problems.
- ➡ Teams develop the ability to express criticism constructively.
- ➡ There is a sense of team spirit.

Giving Constructive Feedback

- Use “I” messages.
- Restrict your feedback to things you know for certain.
- Help people hear and accept your compliments when giving positive feedback.



Receiving Feedback

- Listen carefully.
 - Ask questions for clarity.
 - Acknowledge the feedback.
 - Acknowledge the valid points.
 - Take time to sort out what you heard.
- 



Stage 4: PERFORMING

Team members have:

- ✓ gained insight into personal and team processes
- ✓ a better understanding of each other's strengths and weaknesses
- ✓ gained the ability to prevent or work through group conflict and resolve differences
- ✓ developed a close attachment to the team

Recipe for Successful Team

- ➡ Commitment to shared goals and objectives
- ➡ Clearly define roles and responsibilities
 - ⚙ Use best skills of each
 - ⚙ Allows each to develop in all areas

Recipe for Successful Team

- Effective systems and processes
 - Clear communication
 - Beneficial team behaviors; well-defined decision procedures and ground rules
 - Balanced participation
 - Awareness of the group process
 - Good personal relationships



**Trust is the MOST
important characteristic
allowing teams to
progress through the
stages of development**



Organizational Trust

Low Trust Environment

- Have hidden personal agendas
- Focus on politics
- Judge and attack
- Hide weaknesses/mistakes
- Win-lose thinking
- Jump to conclusions



High Trust Environment

- Motivation for the good of the group
- Focus on issues, not politics
- Admit weaknesses
- Ask for and offer help
- Take risks
- Give benefit of the doubt



Tools for building trust

- Personal histories exercise
- Team effectiveness exercise
- Personality profile (e.g., Myers-Briggs)
- Experiential team exercise



How do we build consensus?



Tools for building consensus

- Put the issue on the table.
- Share opinions and respect differences.
- Listen actively, withholding judgment.
- Look for strengths and positive traits.
- Search for common ground.
- Take a break and commit to continue.

Characteristics of global competent team leaders

- Build Trust
- Willingness to collaborate with others
- Get colleagues to support vision and goals
- Build consensus among diverse group members
- Convince others of the importance and need for the go
- Understand process of gathering and using data

Virtual Teams

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Teams whose members operate across space, time, and organizational boundaries and are linked through information technologies to achieve organizational tasks

- Increasingly possible because of:
 - Information technologies
 - Knowledge-based work
- Increasingly necessary because of:
 - Organizational learning
 - Globalization

Virtual Team Success Factors

- Member characteristics
 - Technology savvy
 - Self-leadership skills
 - Emotional intelligence
- Flexible use of communication technologies
- Opportunities to meet face-to-face

Five ways to build a resilient team

- Build your own personal resilience
- Encourage autonomy and flexibility
- Help teammates manage change
- Provide opportunities for ongoing learning
- Help teammates find a sense of meaning in their work